

ANNUAL REPORT 2021

A year of growth and
expansion.





We are proud that in 2021 we more than tripled our operations. As we started the year with collecting citizen feedback at 7 police stations and 6 health facilities around Kampala, we ended 2021 listening to citizen feedback at **54 public offices** in four regions of Uganda.

In total we listened to the feedback of 74320 citizens in 2021, which was more than two times as much as in the previous years-

As a result, we could deliver **200** customized feedback data reports to civil servants, which were the basis for them to start improving their service delivery to citizens. We measured

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“Citizens have started coming to us in good faith without hesitating about our offices. Instead, they come to appreciate due to SEMA's work and also knowing their rights and responsibilities regarding public service delivery at our station.”
- Officer In-Charge, Jinja Central Police station.

improvements at **69.2%** of offices where we delivered reports for at least 4 months. In addition, waiting times reduced at **61.5%** of offices.

Between SEMA's inception in 2018 and the end of 2021, SEMA has listened to the concerns and recommendations of **166,740 citizens** visiting public services in Uganda, in partnership with the Justice Law and Order Sector, the Kampala Capital City Authority, and a few other government entities.

We ended the year with a view to international expansion: we signed an MoU with the Nairobi City Council with a prospect of starting a pilot in 2022.

2021
ANNUAL REPORT

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WHO WE ARE

Millions of citizens in East Africa rely on public services that are inefficient, ineffective and oftentimes corrupt.

This is a huge problem, since public services are essential in the lives of citizens: think of victims seeking help from the police, or mothers applying for birth certificates to enroll their children to secondary school.

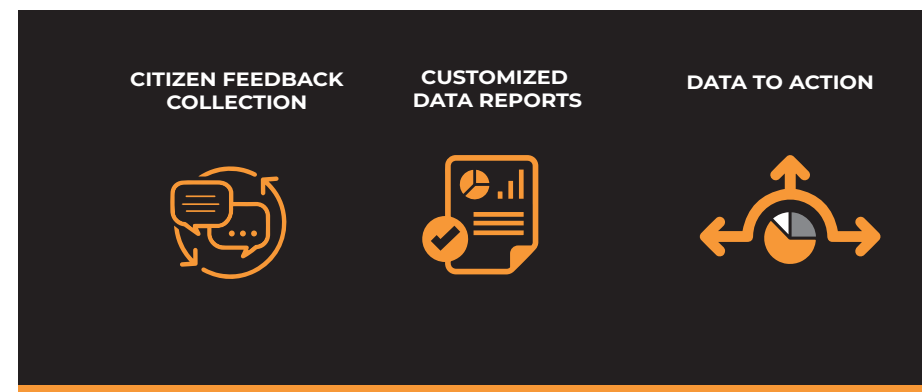
SEMA provides citizens a way to give meaningful feedback to improve public services; and presenting this feedback in an effective way to local offices and headquarters. By constantly picking up what citizens value and recommend, they make incremental improvements to their service quality.

We believe that by 2030, all public services in East Africa will use citizen feedback to improve their service delivery.

SEMA is specialised in developing and deploying user-friendly data collection tools that **allow all citizens to give anonymous, quick and reliable feedback** about their experience at public offices. We currently collect most of citizen feedback through hardware Internet of Things push-button devices as well as lean customer satisfaction surveys.

After the data is gathered, it is presented in digestible and **customised citizen feedback reports** that allow all ranks - from high to low - of public servants to understand how they are performing.

Finally, our **data-to-action strategies** provide different incentives to public offices to improve their services, while sharing results at different decision making levels, including local offices, headquarters and Ministries.



WHAT WE DID IN 2021

In many ways 2021 was a watershed year for SEMA, as we started our first country-wide procured contract with the Justice, Law and Order Sector (JLOS) in Uganda. This meant that, for the first time, we were paid by the government to expand our services on a large scale and learn from this experience. The expansion was in line with our team's ambitions, especially after a dry year of COVID. Yet it also created new challenges and a 'mirror' for our team to reflect on what "scaling fast" means. In this section, we will elaborate on our main activities and achievements in 2021, which includes our scale-up in Uganda, our first engagements in Kenya, and our R&D and communication activities.

	Achieved in 2020	Achieved in 2021	Goals for 2022
Public partnerships	Collected feedback at 25 public offices, supported by a paid contract with KCCA. The JLOS contract was signed.	Collected feedback at 54 public offices, paid for by JLOS and KCCA.	Collect feedback at 70 public offices, of which 10 in Kenya and 60 in Uganda.
Citizen engagement	Gathered feedback from 38,387 citizens in 1 district of Uganda.	Gathered feedback from 74,320 citizens across 4 districts of Uganda.	Gather feedback from 100,000 citizens across Uganda and Kenya.
Impact measurement	Delivered 94 citizen feedback reports, leading to average satisfaction improving at 83.3% of health facilities where we measured throughout the pandemic.	Delivered 200 feedback reports, leading to average satisfaction improving at 66.7% of JLOS offices and 83.3% of KCCA offices where we measured for atleast 4 months.	Improve citizen satisfaction at 70% of public offices consistently, regardless of the number of reports. Instead, focus on whether and how exactly SEMA is having a meaningful and measurable impact on the lives of citizens in East Africa who rely on these services.
Product development	Device production cost dropped to \$200 per device, with some production shifted to Uganda - using local recycled plastics to build the device shell; we launched the first custom SEMA data dashboard; and, we trained 26 students to collect data as trainees.	Device production costs dropped further to \$171, and batteries now last at least 2 months without need for replacement. We trained 63 students to collect data as trainees.	We will further improve the efficiency of devices and aim for a higher usage of the real-time dashboard by our clients. We want to train 70 data collection trainees with an improved curriculum.

	Achieved in 2020	Achieved in 2021	Goals for 2022
Financial sustainability	We raised a total revenue of \$270,000, including an extension of pre-existing funding partnerships, the Anti-Corruption Excellence Award and first private sector sales.	We raised an additional \$170,000 in 2021, of which 30% were government contracts.	We want to raise \$215,000 in revenue for both Uganda and Kenya and have at least 30% be coming from government contracts.
Organisational development	A team of 11 with a Ugandan Country Director and the prospect of international expansion.	A team of 13 with a Ugandan Country Director and a Kenyan Operations Manager.	We maintain the same team in Uganda, expand to a team of 3 Kenya, and increase the number of East Africans on our Board of Directors.

Scaling up SEMA in Uganda

JLOS partnership

In May 2021, a contract was signed with the Ministry of Justice Law and Order sector (JLOS) for SEMA to provide a citizen feedback program at over 40 JLOS points in four regions in Uganda ie Mbarara with 5 offices, Jinja with 3 offices, Gulu with 4 offices and Kampala and Wakiso areas with 28 offices. On 1st of May 2021, regional deployment at these different offices with JLOS began at 11 police stations around Kampala and Wakiso districts. Further onboarding of new offices, however, was put at a standstill due to the countrywide lock down and travel restrictions brought on by a new outbreak of COVID-19. Presenting conditions similar to those of 2020, the SEMA team was able to pull through making use of learning acquired during the last lockdown. We were able to carry out most of the initial onboarding of offices in the various regions of the country online while we prepared for in-person visits to formally introduce the SEMA program. This exercise involved orientation of different JLOS entities about the SEMA system, trainee interviews and training of selected SEMA data collectors on the different JLOS units and how they operate. Following the end of the lockdown in June 2021, we were able to fully deploy the SEMA system at the different JLOS service points in the other regions.

Working in different regions presented us with a new need as our core personnel could not remain in these regions full-time. There was a need to have an eye on the ground for purposes of supervision of data collection activities, delivering and engaging public officers on monthly reports and generally maintaining public office relationships within the different offices we work with. This brought on the idea of employing field officers. Field officers are individuals hired locally per district to support SEMA

activities in the different districts by supervising trainees, reporting to the public offices and maintaining a good rapport with the public offices and the local communities through sensitization of the SEMA feedback mechanisms.

The opportunity presented by the regional work brought on by JLOS allowed SEMA to recruit trainees (data collectors) in the different districts where we were to work. Following the model already present in Kampala city, we reached out to students in the regional universities and vocational institutions, offering a chance at work experience in a research related environment. The applications were overwhelming but we believe that we selected reliable and dedicated youths to carry on the SEMA mission in their respective districts. Due to the 2021 lockdown, we were not able to carry out extensive trainings into the services provided by the different institutions that the trainees would be engaging with and adequately equip them to handle various situations that could arise from working in the field.

With new trainees in the various districts around Uganda, our numbers grew from the initial 8 trainees managing Kampala offices, to 60 trainees spread out in the different regions all with the motivation to collect citizen feedback and push SEMA's agenda.

Jinja Pilot

SEMA extended its services to the Eastern part of the country (Jinja city) in August 2021 with support from some of our funding partners. We were able to work at Jinja City offices i.e. Southern Division and Headquarters, and one health Centre in Mpumudde division in a pilot that lasted 6 months. Good relationships have been established as a result of this pilot allowing for a proposal from SEMA to be submitted to the Jinja city offices. We await their response on a possible paid partnership with the City offices.

Pre-qualification with Mukono Municipal council

SEMA had previously worked with Mukono municipal since 2019 at 4 offices: two divisions, one health centre and the municipal office. After working with the municipality for over a year, we were invited to bid for the prequalification of client feedback services and finally, last year, we were prequalified to work at 4 municipal offices. We still await communication from the administration on when to start collecting feedback.

Working with KCCA health centres



As we were already working with KCCA since 2018, we continued the partnership during 2020 and, after a procurement process, signed a one year contract with them to collect citizen feedback at 6 Health Centres and 5 division offices. In May 2020, SEMA began gathering feedback at 6 KCCA health centres and doubled our data collection efforts at these centres as the divisional offices remained closed during the lockdown measures. The activity run for a full year and as tradition at SEMA, at the end of every programme we award the best performing office. Of all the 6 health centres that we worked with, the City Hall Clinic emerged the best performing office for the year of 2021. The award ceremony was held in the last quarter of 2021 and was officiated by the Executive Director of KCCA Ms Dorah Kisakka.

Learnings

Government procurement processes

Having been involved in various pre qualification processes, we learnt that being prequalified does not guarantee immediate work and that many government institutions payment modes differ; while some will require that payment be made after the provision of services, others will pay up to 80% during the contract period and another 20% upon completion of the programme / deliverables. We have learnt that there is a need to increase our reserve funds to enable us to successfully complete such projects without a glitch.

Working with a larger number offices

Expansion to the 4 regions in 2021 enabled us to test the SEMA system on a larger scale. We realised that we needed to have a field manager / officer in each region to ensure that the SEMA operations run smoothly. We also learnt that the problems arising from the different regions will present differently, requiring for different and customized solutions and recommendations.

Launching SEMA in Kenya

Partnership with iGov

Early in 2021, SEMA partnered with iGov Africa, a Kenyan boutique innovation house that partners with Governments, Development Agencies, and Innovators for the development of the innovation ecosystem dedicated to efficient public service delivery through digital transformation.

iGov Africa has helped provide the needed linkages and market research for SEMA to launch and pilot its system in the Kenyan market. This has also included initiating contact to relevant stakeholders during SEMA's exploratory phase in the region before advancing conversations to the SEMA team.

Exploration of Kisumu, Makueni and other partnerships

In Q1 - Q3 of 2021, we introduced SEMA to Kisumu, Kajiado, Makueni and the Coastal Bloc county governments, and received resounding positive feedback on our system and potential to expand our program to each of their counties. Through exploration we learned that the Kenyan government is not averse to citizen feedback, they are just not proactive about it. County leadership are highly interested in the SEMA feedback system and have identified the benefit as not mutually exclusive to any one, or few sectors. The interest is very much driven by developmental goals and the need for more active citizen participation in order to meet them.

One reason that tools like SEMA have not been adopted is the perception that they are not readily available. In fact, the primary barriers may be that no channels like this have presented themselves with no risk / no initial financial commitment. Other reasons include that "citizen feedback" is

associated with tokenism - broad-based, general reports that sit at the desk of Headquarters and are not relevant for local offices.

SEMA/Nairobi County Citizen Feedback Conference

SEMA hosted a two-day citizen feedback conference with Nairobi County on October 21st and 22nd, 2021 in Kenya, Naivasha. The purpose of this conference was to build a case for partnership with the Nairobi government by demonstrating the SEMA feedback system, our history and our roadmap, particularly in regards to development in Kenya.

The conference was a huge success attracting 20 Nairobi county delegates including key decision makers in signing off this program - the County Secretary, ICT and Public Participation Directors.



Partnership with Nairobi County Government

Through a formal MOU signing, Nairobi County approved the launch of our citizen feedback program at select public offices across the county in late February of this year. We are now completing Business Registration of our Kenyan branch to fit the legal jurisdiction of the county partnership. The pilot is scheduled to commence within Q2 2022, immediately following completion of our Kenya business registration.

Shared expertise between Uganda and Kenya

We are still in early stages in the development of our Kenya operations, currently we have one full-time employee, an operations manager, and 12 Part-Time Data Trainees. Therefore our Kenya operations manager frequently collaborates with our

Uganda Tech and Data teams to develop our feedback devices in Kenya and curate market appropriate surveys for Kenyan citizens. Our Uganda Country Manager, Kenya Operations Manager and CEO also regularly work closely on business development, this includes grant writing, fundraising and relationship building with potential partners and donors to support our operations across both regions, Kenya and Uganda.

SEMA Recruits first Data Trainees in Kenya

In December of 2021 SEMA Kenya officially began recruiting our first trainees for the Trainee mentorship program - now a team of 12. These trainees will be deployed to select Nairobi county public offices to conduct our first citizen feedback data collection exercises in 2022.

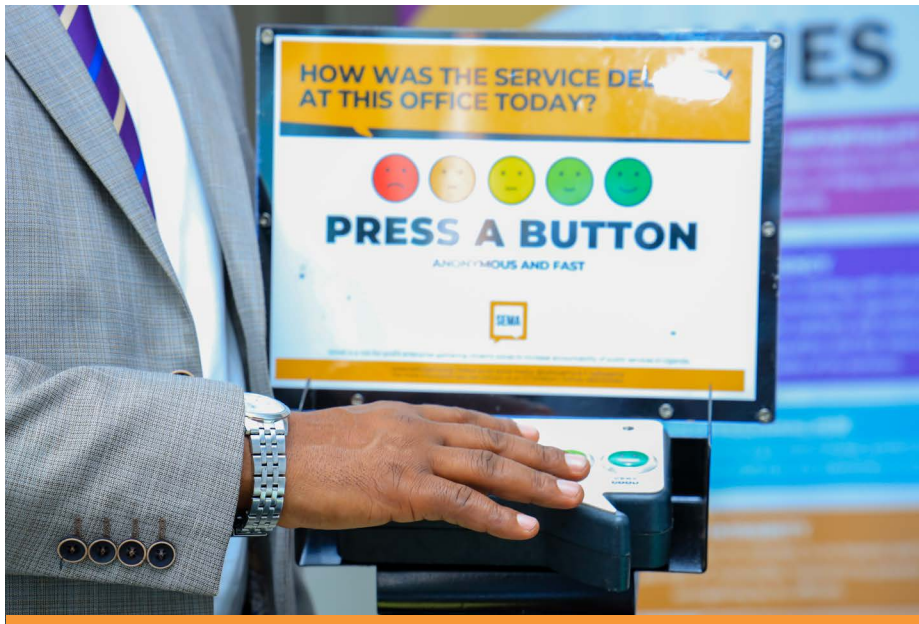


03 Improving our product development

Devices

The SEMA feedback devices were introduced in 2018 as a more consistent mode of citizen feedback. Based on responses obtained from citizens and consultants providing services to us, there have been significant improvements made to the devices ever since we deployed the first version. In the first quarter of 2021, SEMA rolled out the fourth generation of the feedback device. Major areas of improvement in the device development were around the cost of production, performance, branding and the design.

The SEMA feedback device is a low level machine based on a five point scale that enables citizens to provide feedback on how they feel about public services. The devices are made of 3 key components:



- The screen: this is a plastic screen that has a message addressed to citizens in the most used language of the region simply informing citizens to rate the services that they have received at the institution that they have visited.
- The shell: this holds 5 buttons marked by expressive emojis made out of a long lasting epoxy material that guide citizens on the emotions and corresponding satisfaction each button represents. The devices record the button presses that represent the citizen satisfaction and upload this feedback to the SEMA dashboard for analysis. The current device shell is made out of locally recycled plastic that is more durable than wood which was used in earlier versions of the device.
- The stand: this is a metallic stand constructed to hold the shell and screen at 5 feet allowing citizens to easily interact with the device. The stand is currently designed to be disassembled to allow easy transportation to different offices that SEMA works with. The current detachable nature of the stand also provides allowance for the device to be placed on a worktop surface. However, this version of the device has not been used as much by citizens. Citizens reported not feeling comfortable leaving feedback under the watchful eyes of public officers at the desk.

To ensure the longevity and effectiveness of devices in the field, we sought to produce devices that have an independent power source other than requiring us to make use of institution sockets. To this end, our team developed a design that makes use of batteries. SEMA devices can currently be deployed in the field for more than 2 months without the need to replace the batteries.

Other changes to improve the performance involved making changes to the firmware that runs the device and increase in the number of batteries used to run the device.

SEMA ensures excellence in all our products and continuously works with experienced technologists, consultants and partners in order to improve our technology. We aim to improve the quality of the device in terms of usability and performance based on the feedback we get from our citizens.

Dashboard

When the citizens push the buttons to express their satisfaction about the public service delivery using the device, this button press is recorded on the device and uploaded to a custom SEMA dashboard. This dashboard is shared with public officers to enable them monitor citizen satisfaction and usage of the devices at their offices in real time. The dashboard is used intensively internally by the team to set up devices and client dashboards. This aggregated feedback on the dashboard is later added to the monthly reports that are shared with the different public institutions.

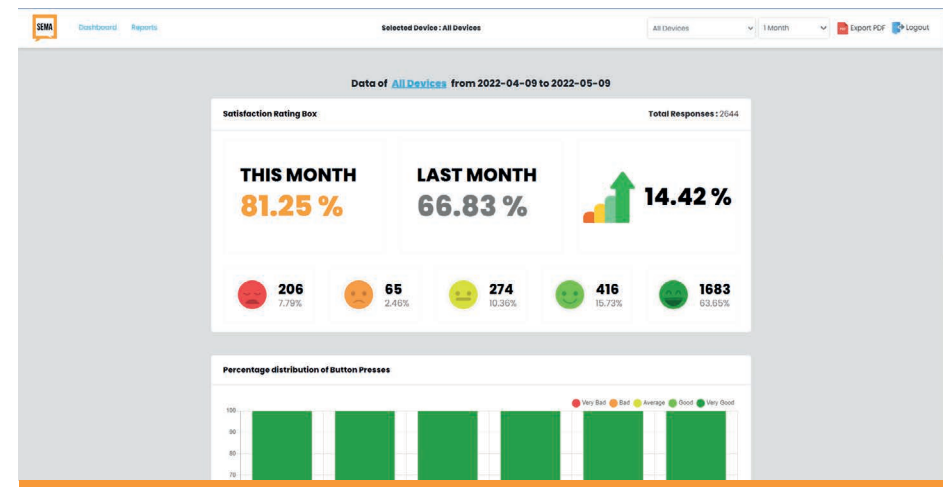
The SEMA dashboard has evolved from a table with raw button data to a fully fledged dashboard with a better UI experience and more insights to break down the device data for public officers to understand. The new dashboard is able to filter fraudulent button presses that are detected at the different offices. This is a challenge we faced as some devices were misused at some offices which we had no control over.

Since previous versions of our dashboards were outsourced from abroad, we look forward to taking full ownership of maintaining the dashboard internally in 2022. This will enable us to have more control over the expected timelines for delivery of

changes. With full control, the technology team here at SEMA can freely make changes to the dashboard to improve existing features and implement new features whenever needed. Full control of the dashboard will also present more opportunities to manage the data that we collect as we could integrate a few features to support survey data alongside the device presses.

Setting up a Tech Advisory Group

With more to look forward to in the technology department in SEMA, we set up a Technology Advisory Group at the end of 2021 consisting of technology enthusiasts who have experience working with IoT (Internet of things) development, which is the core of the SEMA feedback device. With these enthusiasts, the technology department will be able to set up monthly discussions with the advisory team to report on the current state of work and get advice from the advisory members. The Advisory Group will overall help to shape and give clear direction to the flow of activities within SEMA's technology department.



Sharing our findings

Over the course of 2021, SEMA worked extensively with both Kampala Capital City Authority (KCCA) and JLOS institutions. In accordance with SEMA's core value of transparency, we published two indepth trend reports detailing the nature of the services that citizens had encountered at these offices since SEMA's partnership was opened with them.

KCCA



In January 2021, SEMA produced a second trend report for the Kampala Capital City Authority titled 'Looking at public services at KCCA Health Centres in Kampala'. This followed a 12 month contracts with the Kampala Capital City Authority to collect client feedback at select Health Centres in Kampala. The report summarised the feedback provided by 5,629 citizens, between June 2020 and December 2020, at different KCCA health

centres around Kampala city.

The report also addressed different factors that affected citizens' satisfaction at health centres and the responses from the public officers we engaged with. We hope KCCA and non-governmental partners will use this report to develop new policies and strategies for better health centre performance in Uganda.

JLOS

In 2020, SEMA, in collaboration with the Justice Law and Order Sector JLOS, signed on a 12 month programme contract that allowed for SEMA feedback methods to be deployed at 40 JLOS offices across the country including Magistrates Courts, Police stations, Uganda Registration Services Bureau (URSB) offices, National Identification Registration Authority (NIRA) offices and Directorate of Citizenship and Immigration Control (DCIC) offices.



From our data collection at the above mentioned service points, SEMA produced a trend report whose intention was to provide an overview of the data that was gathered during the first quarter of the customer feedback programme and the initial trends we it saw in citizen feedback at JLOS institutions. In November 2021, SEMA issued out its first trend report for the data gathered during the period May-September 2021. The report was based on feedback collected from 18,059 citizens, at 26 JLOS institutions, of which mostly police and courts in central and eastern regions of Uganda. The overall satisfaction with JLOS services then was 74.1%. The highest overall scoring JLOS institution being the Directorate of Citizenship and Immigration Control (DCIC). On the other hand, most concerns raised were with the Magistrates Courts. Waiting times were highest at the National Identification Registration Authority (NIRA) and lowest at the Uganda Police Force (UPF).

Second Covid report (August)

Amidst the COVID-19 pandemic and the introduction of vaccines in Uganda, there was a lot of misinformation on the COVID-19 vaccines. SEMA produced a second COVID-19 report titled 'Drivers of the COVID-19 vaccination process in Ugandan communities'. SEMA asked the Ugandan community what their views were on the COVID-19 vaccines and the vaccination processes being carried out across the country. The report set out the findings of our online survey into these views among urban Ugandan communities in July 2021. Overall, the report revealed that the government's efforts to vaccinate its populations was being affected by different perceptions Ugandans had on the COVID-19 vaccine and that the greatest contributor to Ugandans not taking up the vaccine came as a result of fake information and negative reports about the vaccines leading to lack of trust in the vaccine.

Bureaucratic insulation vs accountability

SEMA partnered with a visiting fellow from the Department of Geography and Environment London School of Economics, Yohan Iddawela who wrote a research article on 'Bureaucratic insulation vs accountability: interventions to improve service delivery in Kampala'. During the month of November 2021, this paper was developed by a PhD from LSE who analysed SEMA's data and model to qualitatively addresses the research question, "Can accountability interventions improve service delivery in places that do not have an insulated Bureaucracy?".

Dialogue event (September)

On the 16th of September 2021, SEMA held it's annual dialogue under the theme 'Towards a culture of using feedback to improve service delivery'. Through the 2021 virtual dialogue, SEMA sought to engage government stakeholders to discuss the importance of feedback, to strengthen existing partnerships and build new ones with CSO's and to increase visibility of SEMA. The discussion focused on

- how public institutions take on a culture of listening to feedback from citizens and
- how culture influences feedback
- how public institutions are evaluating their services and
- how officers are changing their behaviour as they are receiving more feedback.

The event was attended by the members of the public, and JLOS Institutions. From the dialogue, SEMA was able to bring awareness to key stakeholders on the importance of citizen feedback, strengthen partnerships with existing stakeholders and build new ones and also boost its visibility. (The SEMA dialogue trended on twitter for a number of days towards the event).

Community engagements

We engaged with the Community Liaison Officers at select police stations we were working with in order to reach the community, carrying out sensitization on the importance of citizen feedback. Through this community engagements, we met with citizens and spread more awareness on the SEMA feedback mechanisms. We met with citizens who had interacted with the SEMA devices but were not aware of how they work. Through these interactions, we got closer to the citizens and were able to answer some of the questions they had about SEMA, the relevance of feedback and their role in improving service delivery at public institutions.

Dubai Expo (December)



Through our friends and Partners; the African Governance Architecture (AGA), SEMA was able to share with the rest of the world about its innovation and the SEMA system at the Dubai Expo 2020 under the theme 'Africa Talks - showcasing youth

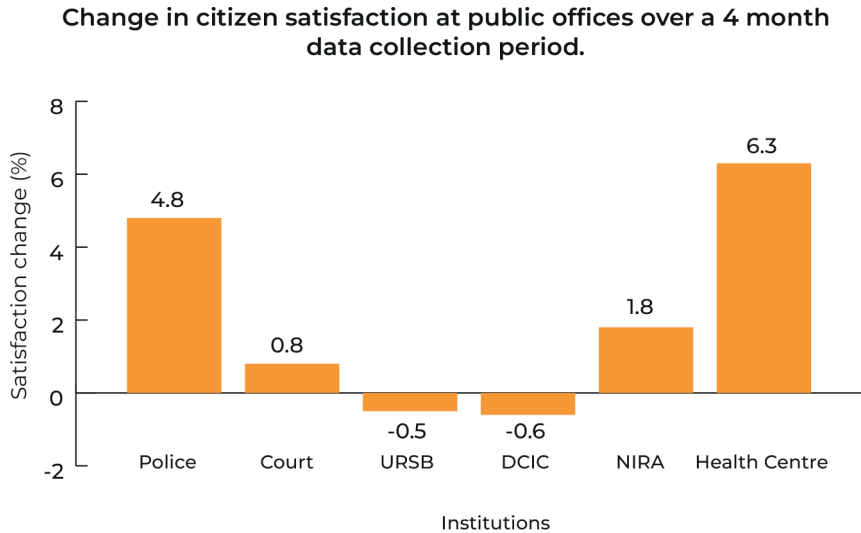
innovations on peace, democracy and governance towards silencing the guns in Africa'. In the past year, the African Governance Architecture (AGA) Secretariat had worked to identify, capacitate and recognize youth innovation hubs incubation centres across the continent that were working on structural prevention of conflict through addressing issues of democracy deficit, lack of good governance and promote good human rights practices. From this search, SEMA was recognised as one of the Top 5 young innovators across the continent that are doing commendable work. The AGA sought to provide a platform for these young innovators like SEMA in the global policy space.

OUR IMPACT

During 2021, SEMA worked with the largest number of offices we have engaged with since our inception. As such, we also had the chance to see SEMA's impact on different offices and in different regions of the country. SEMA worked with and registered change from 7 different sectors in public services including the local government, Judiciary, UPF, health, NIRA, DCIC and URSB. To allow a period of change to occur at the offices we were working with, we carried out impact assessments at only offices where we were present for atleast a period of 4 months. Thereby allowing us to compare the service provision results of the first 2 months of SEMA's engagement with the offices with the 2 months after the initial phase. Of the 38 offices where we were present for the 4 months timeframe,we registered an improvement in the citizen satisfaction rating at 69.2% of offices.

SEMA engagements with public officers at the different institutions was done on a monthly basis during the delivery of the monthly citizen feedback reports to ensure accurate use of reports and to determine positive changes that could be made based on the citizens' feedback. To motivate public officers towards creating change at the public offices, SEMA ensured to share citizens' concerns that could be addressed at the individual office level as opposed to recommendations that would require interventions from institution headquarters. This often took the form of recommendations on the friendliness of staff providing services at the public institutions or addressing the completion rate of citizens' requests for certain services that they required from the offices.

Changes to citizen satisfaction ratings at public institutions.



Health centres registered the highest rate of change in citizen satisfaction averages. In contrast to other institutions however, data results for health centres are for the time period of February 2021 to April 2021 when the program was finalised.

Results for the individual health centres showed that the greatest improvement was made at Kisugu Health centre which recorded a 15.7 point increment in citizen satisfaction. Public officers were reported to change the way in which they provided services when SEMA personnel were present at the health centre. As such, concerns raised by citizens about the lack of friendliness of the staff delivering services greatly reduced with more citizens feeling that the health care providers were more engaging and caring while delivering services. In effect, the presence of SEMA's data collectors every other day and the citizen feedback device that remained at the health centre created a watchdog effect leading to the improvement of service delivery.

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“I appreciate SEMA for always checking on our performance. Different departments always follow up within themselves to improve on the services. SEMA has helped us act as a watchdog to monitor the performance of frontline workers at the OPD.”

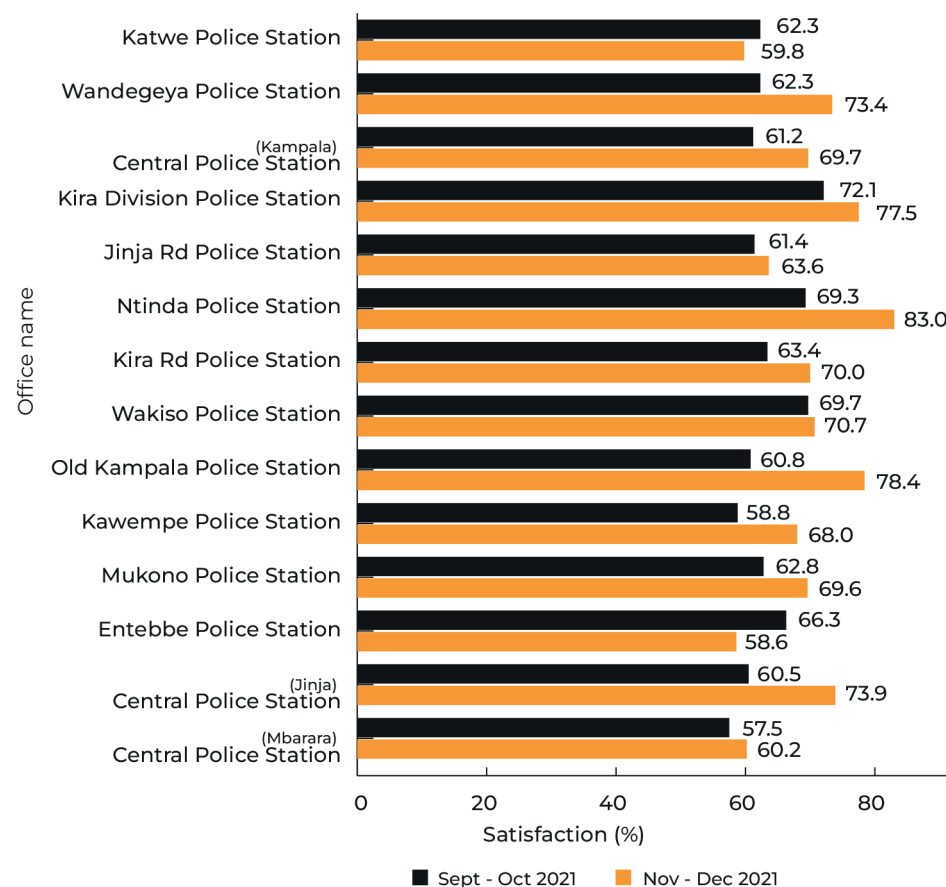
- Doctor In-charge Kisugu health centre.

Among JLOS offices, data represented is for the duration of September 2021 to December 2021 when deployment of the SEMA system was nearing completion. Offices in Kampala, Wakiso, Jinja and Mbarara cities were well into the program and had each received more than 2 monthly citizen feedback reports. SEMA staff in the different regions provided consistent support to ensure the proper interpretation of reports and develop possible ways forward based on the information shared by citizens.

The biggest change from JLOS institutions was recorded at the police stations which had a 4.8 point increase in the citizen satisfaction average. Of the 14 offices documented here, Old Kampala Police station showed the greatest improvement in their citizen satisfaction rating with an increase of 17.6 points. The spirit of competition continued to be a strong motivating factor amongst police officers. Unlike other police stations that were a part of the SEMA pilot in 2018, Old Kampala Police station was one of the 8 new police stations that SEMA engaged with under the new JLOS partnership. Police officers at Old Kampala

police station showed particular interest in increasing their performance in relation to other police offices where feedback was being collected. The number of citizens who reported that they were not assisted when they visited this police station during November and December was less than half of those who had the same complaints during the months of September and October. There was also an increase in the number of citizens who reported that their problems were resolved when they visited the police institution.

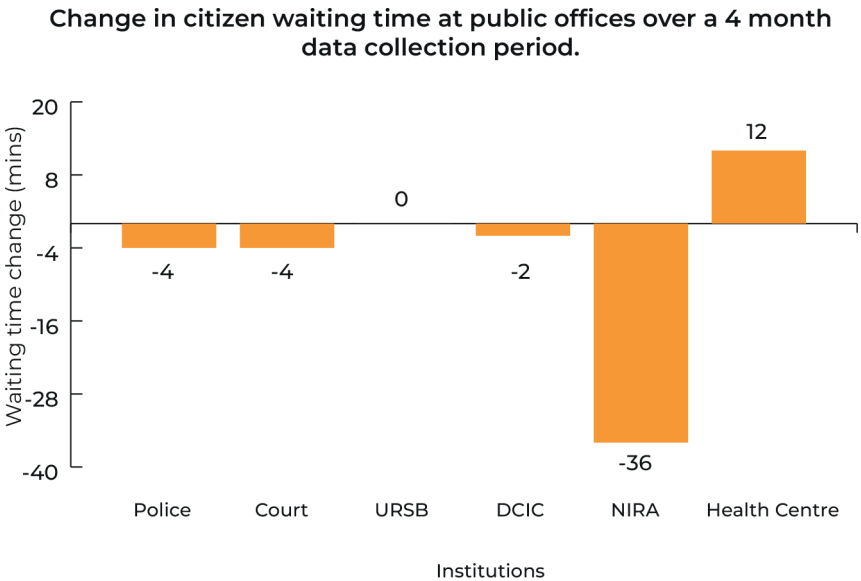
Change in citizen satisfaction at individual police stations.



“In recent months, SEMA brought reports and it highlighted that an average client receiving a service around Deaths would on average wait for 120 minutes before being helped. This should not be the case as death certification receives fewer clients than National ID services yet the two presented similar waiting times. This sentiment in the reports made it easier for us to know that clients for death certificates were mixing with the load for National ID services and would waste time that weren't supposed to be subjected to. We then made systems to avoid this and the monthly reports showed the average waiting times reducing over time with the new procedures becoming much more relatable for clients.”
- Public officer at NIRA Kampala Central office.

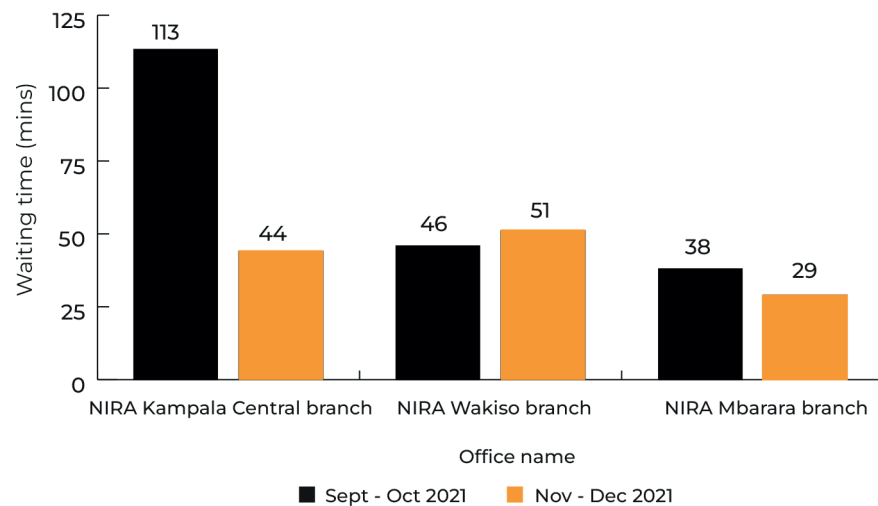


Changes to citizen waiting times at public institutions.



Changes registered in the citizen waiting time were most evident at JLOS offices that were not a part of the initial SEMA pilot carried out with 8 police stations in 2018. At the beginning of the SEMA program, public officers are often overwhelmed by the vast majority of concerns that are raised by citizens visiting their offices. Finding actionable changes that can be made for immediate effect is often a difficult task. However, finding strategies to reduce the amount of time citizens spend at the offices is almost always a safe and easy strategy that tackles issues of congestion and service delivery timelines at offices. NIRA arguably had the greatest transformation in terms of citizen waiting time. There was a distinct drop in the citizen waiting times by a little over half an hour from their initial waiting times of 76 minutes. This was even more pronounced as NIRA offices had the overall highest waiting time recorded by SEMA at 55 minutes.

Change in citizen satisfaction at individual NIRA offices



At the Kampala Central NIRA office, the initial disillusionment of staff on how long citizens spend at their offices led the staff to immediately work on making changes that could potentially reduce the citizens' waiting time.

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“Ever since I interacted with SEMA in Naguru, our services to the public have greatly changed. SEMA points out our weaknesses, not with the intention of shaming us but with the intention of having us improve our services. We have also improved on our meetings to assess work within ie How many cases have been worked on to completion, how many are pending and what to do about them. Meeting effectiveness has greatly increased and we have also deployed more officers. This suggestion was from SEMA and it has really worked for us.”

- Deputy OC CID, Old kampala police station.

TEAM AND GOVERNANCE

Team development

SEMA started 2021 with the recruitment of a Kenyan representative to develop leads for SEMA's pilot in Kenya. We were happy to find James-Mark Ooko-Ombaka, who started working with SEMA in March 2021. He has stayed with SEMA for the rest of the year and now forms part of the SEMA Executive Management.



In the second half of 2021 SEMA's Uganda team expanded rapidly with the start of our new JLOS programme in 4 regions of the country. The operations team hired a field officer for each region and recruited and trained over 60 students to be data-collectors with SEMA. Training the trainees and field officers was a huge undertaking but also a very successful and rewarding one. It allowed SEMA to engage more young people to join our mission and help SEMA evaluate services at more offices. Both the data and tech teams were also able to hire assistants to support the roll-out of the JLOS programme.



Finally, SEMA's communications team was expanded with an in-house Graphic Designer who, until April 2021, was always an external consultant. Towards the end of the year, SEMA also started the recruitment of a communications consultant and an impact consultant. Both roles started at the beginning of 2022.

SEMA closed 2021 with 9 staff on the pay-roll in Uganda, of which two were part-time. In addition, we had two international consultants based in Kenya and The Netherlands and 4 field officers hired as consultants in Uganda. Our total team consisted of 15, 8 of whom were women.

Governance and Board

SEMA's board composition didn't change in 2021. Our non-executive supervisory board members are Prof. Catrien Bijleveld (chair), Violet Alinda, John Kiedi and Guus de Ruijter (treasurer). The executive board members are Nathalie Dijkman, Connor Sattely and Wilfried de Wever. At the end of 2021 one of our co-founders and executive board members, Connor Sattely, announced his departure as of 31 December 2021. It was agreed that the gap left by Connor would be (temporarily) filled by Guus de Ruijter (on finance), Calvin Karegyeya (on tech development) and Nathalie Dijkman (on business development). It was further agreed that Lydia Matte and James-Mark Ooko-Ombaka would be leading SEMA operationally with less supervision in Uganda and Kenya respectively. Ambitions for 2022 were set out to make the leadership and board of SEMA more East African.



FINANCIALS 2021

	2020	2021
PROFIT & LOSS		
Revenue		
Revenue from Grants	€ 154,843	€ 192,845.71
Expenses		
Human Resources	€ 72,188	€ 85,780
Trainee reimbursements	€ 5,852	€ 16,783
Feedback device production	€ 10,011	€ 13,679
Other technology costs	€ 1,475	€ 635
Administrative costs	€ 12,769	€ 17,725
Office costs	€ 3,534	€ 5,204
Local & International travel	€ 3,888	€ 14,957
Communications and events	€ 7,479	€ 4,885
Consultancy & Evaluation	€ 37,645	€ 33,198
Total Expenditures	€ 154,843	€ 192,846
Net result	€ 0	€ 0
FUNDS AT END OF YEAR:		
Cash (+ Equivalents)	€ 145,957	€ 95,066
Restricted Funds, incl Programme Reserve	€ 138,919	€ 88,135
General Reserve	€ 7,038	€ 6,930

OUR PARTNERS

Public partners:



DCIC



URSB



UPF



NIRA



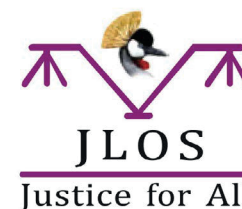
JUDICIARY



KCCA



NAIROBI COUNTY



JLOS



JINJA CITY MUNICIPALITY

Private partners:



Sheikh Tamim Bin Hamad Al Thani
INTERNATIONAL ANTI-CORRUPTION EXCELLENCE AWARD

OUTLOOK FOR 2022

In 2021, SEMA demonstrated that it can operate at a larger scale, in more rural areas and with more offices and trainees to manage. We have a lot to be proud of. But we also admit we didn't take enough time to reflect on what really works. In 2022 we want to maintain the operational size we have been able to reach, with perhaps some slight further growth ambitions, but with foremost more time to evaluate what we do.

Our strategic goals for 2022 are:

1. To collect citizen feedback at **70 public offices** in 2022. This includes at least 60 offices in 4 regions in Uganda and at least 10 offices in one county in Kenya.
2. To gather feedback from **100.000 citizens** in 2022, and 260.000 cumulative citizens since 2018.
3. As a result, to **improve citizen satisfaction at 70% of public offices** consistently. SEMA will measure whether it is having a **meaningful and measurable impact on the lives of citizens** in East Africa who rely on these services.
4. To develop public partnerships, leading to at least **4 paid contracts by governments** (1 new in Kenya, 1 new in Uganda, 2 extensions in Uganda), showing more local ownership of the SEMA system.
5. To **improve the quality and impact of data collected through the SEMA Traineeship**, by professionalizing the curriculum for trainees and improving their skills and measuring their employability.
6. To **improve SEMA's communication and impact evaluation** to find out how SEMA is having an impact on citizens' lives. An improved visibility of SEMA should lead to higher user numbers and attract new partners.
7. To **maintain over 75 devices** and improve their efficiency and the dashboard further, as well as to further **explore other approaches** to collecting citizen feedback data (if funding can come in for it). These new approaches should make SEMA more resilient during future lockdowns.
8. To **make SEMA's management and board more East African**, with more independence and ownership for East African country directors to shape and secure SEMA's growth path.
9. To **raise 215k (USD) in new revenue for 2022** in order to continue SEMA's operations and growth in East Africa. We aim for a 30-70 split in total revenue for SEMA between (30%) local (a.o. Procurements, contracts) and (70%) international (grants, donors). Local funding may include private sector sales if the opportunity arises.



**Want to partner with us, work with us, give us feedback,
share your ideas, or just talk? Contact us!**



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